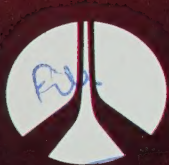


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**Rockwell
International**

Rockwell International of Canada Ltd
Annual Report 1976



Rockwell International

Rockwell International of Canada Ltd
Annual Report 1976

Fiscal Highlights

*For the years ended
September 30, 1976 and 1975.*

	(In millions of dollars except as noted)	1976	1975
Sales		\$231.3	\$205.5
Net Income.....		13.0	8.3
Total Assets		131.5	113.5
Shareowners' Equity		96.1	83.1
Number of Employees		3,588	3,719

Distribution of 1976 REVENUE

Depreciation and Amortization
of Property, Plant and
Equipment

2.8 million (1%)

Federal and Provincial Taxes

10.0 million (4%)

Net Income

13.0 million (6%)

Purchase of Imported Goods
and Services

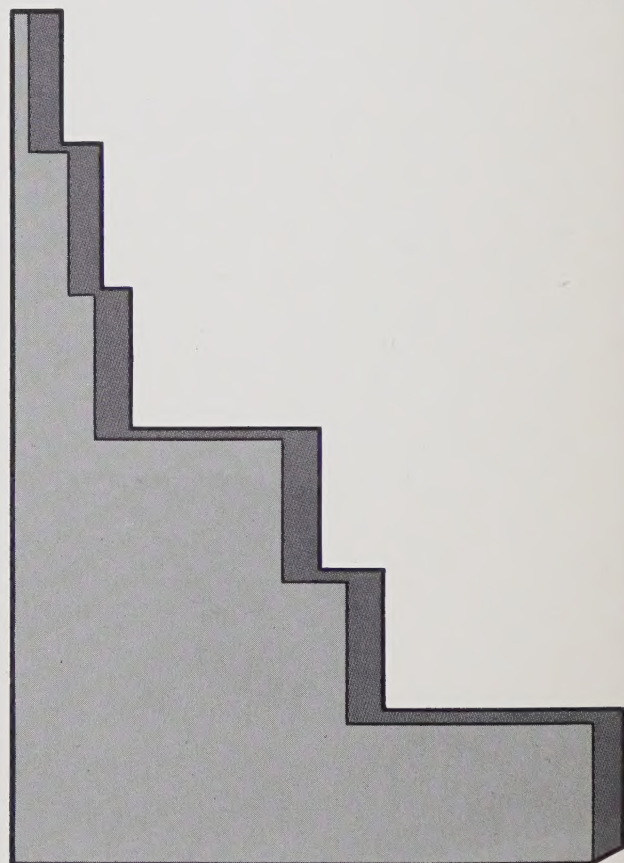
46.0 million (20%)

Employee Payroll and Benefits

59.2 million (25%)

Purchase of Goods and Ser-
vices in Canada

100.3 million (44%)



President's Report



The business environment in 1976 showed considerable improvement over the previous year. The reduction in the country's rate of inflation and the strengthening of the North American passenger-car market, to which the company supplies wheel-covers, plastic components and suspension systems, helped the company achieve record sales and earnings.

Sales revenue reached a new high of \$231.3 million—up 12.6% from \$205.5 million in fiscal 1975—with major contributions coming from manufacturing and sales of automotive and utility products, power tools, and avionics and telecommunications equipment.

Net income in fiscal 1976, at \$13.0 million, also reached a record level—an increase of 57% from \$8.3 million a year earlier.

Expansion

To improve customer service and the company's position in the automotive vehicle replacement parts market, a number of developments were undertaken during the year. A replacement parts program, administered by the newly-formed service parts organization, was introduced to help increase sales and improve service in the growing heavy-duty vehicle market. In addition, a new power tool distribution centre was opened in Guelph, Ontario.

To meet the growing demand for utility products, such as meters and correcting instruments, the company completed plans for a major addition to its manufacturing and office facilities in Guelph.

Contributions to the Economy

Gains in sales and profits have enabled the company to increase its considerable contribution to the economy. Employment at our 41 plants and offices stood at 3,588 at the fiscal year-end; two-thirds of our Board of Directors and nearly all employees are Canadian. Total annual payroll expenditure rose to more than \$59 million.

A major contribution to the country's foreign trade was made by the company. Export sales totalled \$139 million—60% of total sales.

More than \$100 million worth of goods and services were purchased by the company in Canada. In addition, we paid \$10 million in federal and provincial taxes.

During fiscal 1976 the company has complied with the guidelines and regulations of the federal government's Anti-Inflation Act.

Organization and Personnel

The sale of the Boston Gear Division, which markets and services speed reducers, gears, fluid power equipment and electric motor drives, was approved by the federal government, effective October 1, 1976.

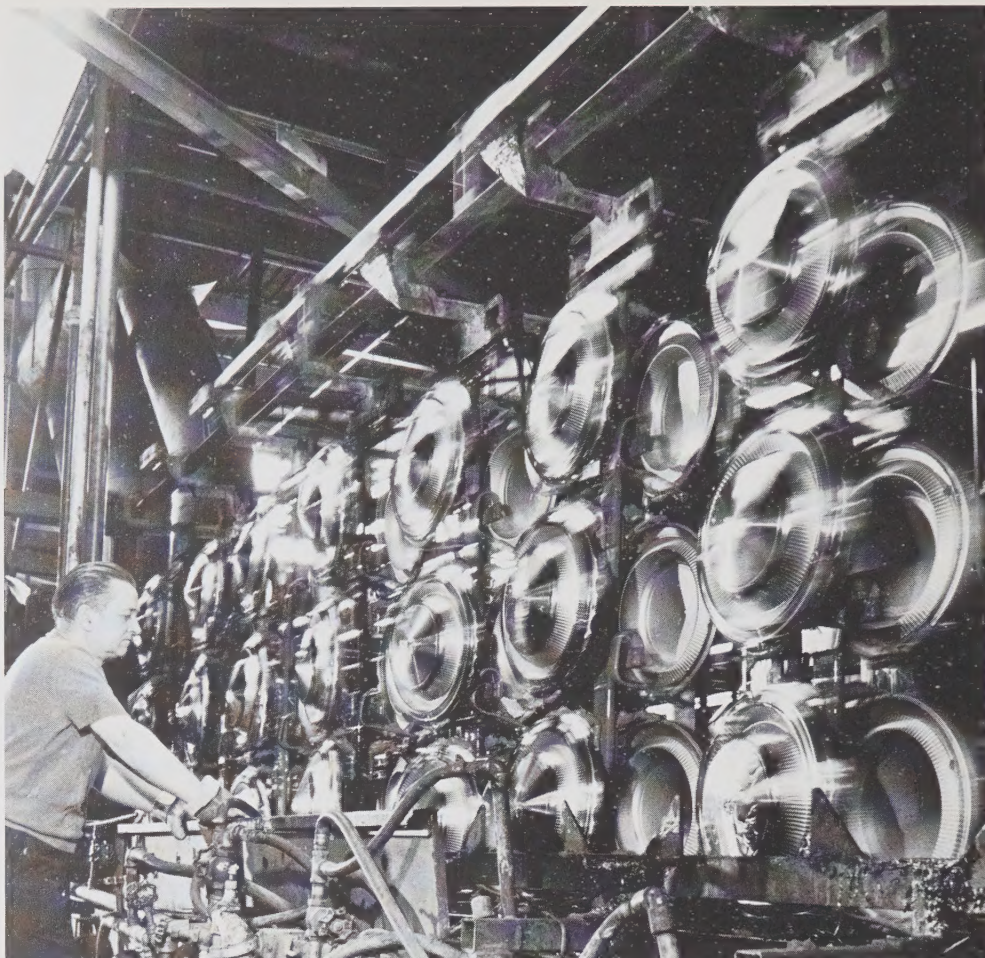
In a further corporate reorganization, Collins Radio Company of Canada, Ltd., which was acquired in 1974, and the company were amalgamated effective October 1, 1976.

A. James Harkness, the company's Secretary and Controller and a member of the Board of Directors, was elected a Vice-President.

A key ingredient for success is a skilled and highly motivated staff. The collective effort of employees, customers and suppliers is reflected in the improved results for the year under review. On behalf of the Board of Directors I wish to extend our appreciation to all these individuals who have contributed to the company's success.

A handwritten signature in dark ink, reading "A. B. Kight". The signature is fluid and cursive, with a large, sweeping "K" and "t".

Alonzo B. Kight
President



Wheel covers are manufactured for major automobile companies by the company's plants in Windsor, Ontario (above) and at Parry Sound, Ontario.

The company's automotive activities encompass the production of brakes, plastic parts, leaf springs, coil springs, mechanical devices, wheel covers and other components for the heavy-duty vehicle and passenger-car markets of Canada and the United States. These products and services, to both the original equipment and replacement parts markets, are provided by a network of 10 plants and replacement sales and service outlets in Ontario and Quebec. Employment at these facilities at the year-end exceeded 2,500.

Brake Division

The division's manufacturing and assembly plant for heavy-duty automotive-type brakes experienced strong sales in fiscal 1976. Demand from manufacturers of heavy-duty vehicles for the company's line of Stopmaster® brakes contributed mainly to this sales performance.

Another important source of business was the demand from other Rockwell plants for brake shoes and brackets manufactured at Tilbury for the Cam-Master® line of brakes. The demand for Tilbury products reflected a growing desire by truck builders for components with a high percentage of Canadian

content.

During the year, the plant marked a 365-day period during which no accidents or injuries occurred. In recognition, the plant was presented a safety award by the Industrial Accident Prevention Association.

Leaf Spring Division

Plants in Chatham and Milton, Ontario, and in Lacolle, Quebec produce leaf and coil suspension springs. The plants were favorably affected by improvements in the North American passenger-car market. The demand for automobile leaf springs rose accordingly; but the market for coil springs remained depressed because the demand is down for smaller cars, where these springs are principally used.

During the year, the heavy-duty vehicle market recovered slightly, while the railway market served by the division remained at approximately the same reduced level as the previous year.

Fiscal year highlights included a two-year commitment from a major automobile manufacturer for more than \$13 million in leaf spring orders from the Chatham plant. To accommodate this new volume, increased capital investment will be made at the plant in 1977.



At the Plastics Division's facility in Toronto, a front-end panel mould is prepared for a 1978 automobile.

Mechanical Devices Division

The division's plant in Bracebridge, Ontario manufactures automobile trunk lid torsion rods, stabilizer bars and miscellaneous stampings, assemblies and cold formed steel products, mainly for the automotive market. The strengthening of passenger-car demand had a favorable impact on the division's sales.

Ornamentation Division

The improvement in the passenger-car market was a major reason for the division's increased business during 1976. Operating from plants in Windsor and Parry Sound, which produce wheel covers and hub caps for automobiles and light trucks, the division continues to maintain a strong position in the wheel-cover market.

Plastics Division

Continued strong demand for plastic parts from the appliance and television industries and the improved passenger-car market provided the division and its Gananoque, Ontario plant with a strong marketing base. As a result, the division

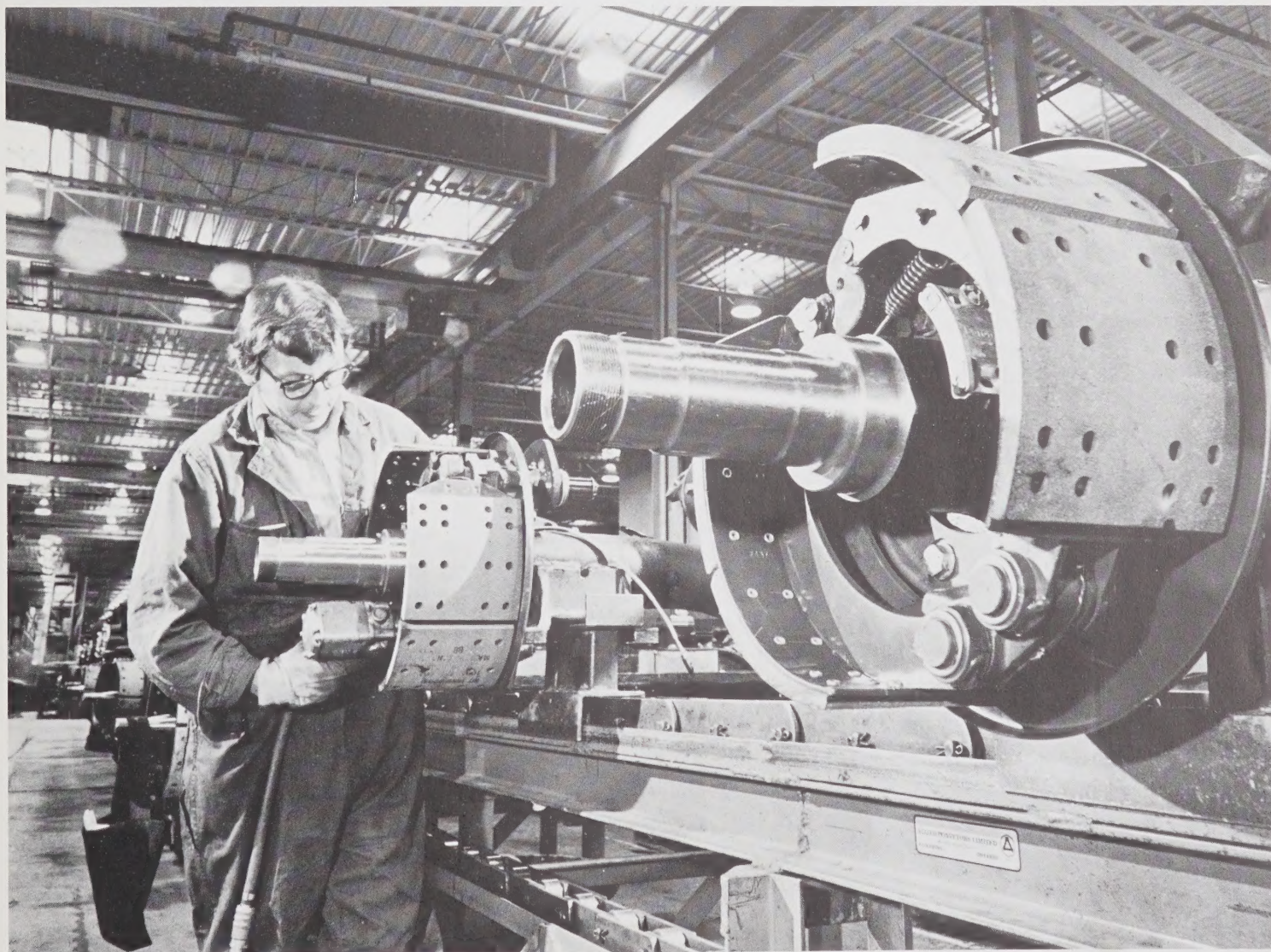
experienced a "good year, while meeting the needs of these markets effectively.

Replacement Parts

While no stranger to the replacement parts market, the company took definite steps in 1976 to improve its position in the aftermarket. Chief among action designed to better serve this market was the development of a replacement parts program, administered by the newly-formed Service Parts organization.

The thrust of the new program is to service the replacement parts market quickly and reliably with original equipment quality products. This is achieved by cutting red tape, and having easy availability of Rockwell heavy vehicle components in kits, to save a mechanic's time in assembling the parts required to complete a repair job.

The company plans to establish replacement parts distribution centres throughout the country and will recruit qualified personnel to manage them. By placing greater emphasis on the aftermarket the company anticipates increased sales in the growing heavy-duty vehicle market.



Brakes from the Tilbury, Ontario plant are mounted onto truck axles at the Mack truck assembly plant in Oakville, Ontario.

Power Tool Market



An array of Power Tool products are displayed in the retail showroom of a local distributor, Aikenhead Ltd. of Toronto.

The Power Tool Division turned in another record performance during the year. The greatest increment was again realized in the Canadian manufactured Rockwell/Beaver® line of stationary tools, specifically designed for the home craftsman.

Sales reached new highs, prompting an acceleration in a planned manufacturing expansion program. As new capacity became available during the year, the growing backlog of orders was brought under better control.

Customer service was further improved by the move to a new distribution centre at Guelph, covering 20,000 sq. feet. The new centre improved packaging techniques for the division and its dealers by introducing unitized packaging for the Rockwell/Beaver® line of stationary power tools. By the move, plant space was made available at a time when it was needed for the manufacturing expansion program.

To strengthen the effectiveness of the Division's dealer sales network, a training centre was opened during the year as part of the distribution facility at Guelph. The training centre will instruct dealer salesmen in using and selling Rockwell tools.

Rockwell's competitive position in the

portable tool market in 1976 was strengthened through the introduction of a broad range of double-insulated industrial power tools. These included builders' saws, D-handle and spade handle drills, a hammer drill, the Porta-Band portable band saw and the Tiger Saw multi-purpose saw kit.

The year also marked the opening of the tenth Rockwell factory service branch. This newest facility, located in Edmonton, means that factory service is now within the easy reach of every major market area.



Rockwell/Beaver® 9 inch Tilting Arbor Saws are assembled at the Guelph plant, before shipping to distributors.

Utility AND Industrial Markets

Municipal and Utility Division

Rising energy costs increased business potential. One major utility is in the process of changing all its standard gas meters to the temperature compensated type. Inplant measurement has become more significant, and as a result, sales to industrial accounts for related products have increased rapidly. Significant orders have also been received for turbo meters from transmission and production companies. Expectations for continuing increased sales in these areas are high.

In the latter part of fiscal 1976, the Division completed plans for the addition of 35,000 sq. feet of manufacturing and office space to the Guelph plant, which will increase its total area to 56,000 sq. ft. This expansion will combine the manufacturing and warehousing of the products, such as diaphragm meters, turbine meters, and correcting instruments, in Guelph. It will also provide for more economical operations while increasing the ability to serve growing markets.

Delays in obtaining regulatory approval for gas pipelines from the Arctic, mean that the pipelines are still a number of years away from construction. The proposed pipelines could present significant sales opportunities for the Division. Reduced government spending at all levels has caused a reduction in community purchases of water meters and other related products.

Flow Control Division

Flow control valve shipments from the LaSalle plant set a new record in 1976. The record was achieved despite deferment or cancellation of some electric power plant projects and low activity levels in natural gas transmission and distribution pipeline construction—both major markets for Flow Control products.

In addition to increased penetration of local markets, Nordstrom® plug valve sales have benefited from greater participation in export markets. Close cooperation with the Department of Industry, Trade and Commerce has resulted in major inquiries from Russia, Indonesia and Pakistan. A large order for gas pipeline valves has already been received from Pakistan.

Three major new product lines were introduced to the market during the year. These included Polyvalve™ plug and ball valves for buried plastic pipelines used in gas distribution; Equiwedge™ high-pressure gate valves for electric power and process industries; and a new plug valve for oilfield production services.

The introduction of these new products, coupled with increased exports and heightened activity in basic domestic energy industries, is expected to improve Flow Control sales.

Graphic Systems Division

The Graphic Systems Division distributes machinery to commercial printers, binderies and carton producing plants. Its product lines include Roland sheet-fed offset printing presses, Wohlenberg paper cutters and mill trimmers, MBO paper folding machines and WUPA cutter/creasers for carton production.

Performance of the division in 1976 continued to reflect a somewhat depressed printing equipment market. Significant events included the installation in Toronto of the first new model 40" 2-color Roland press, and the sale of two large WUPA cutter/creasers.

The market is showing a growing interest in multi-color printing presses—the division's major product line. A new Roland Perfector press, introduced to the trade in fiscal 1976, is also expected to be well received in the market.



Destined for pipeline use, this 12 inch plug valve at the LaSalle, Quebec plant, is trimmed and deburred.



At the Toronto facility of Collins Radio a communications system for the Ecuador Navy undergoes tests (above), while a quality control check is made in the atmospheric testing chamber on portable manpack radios (below).

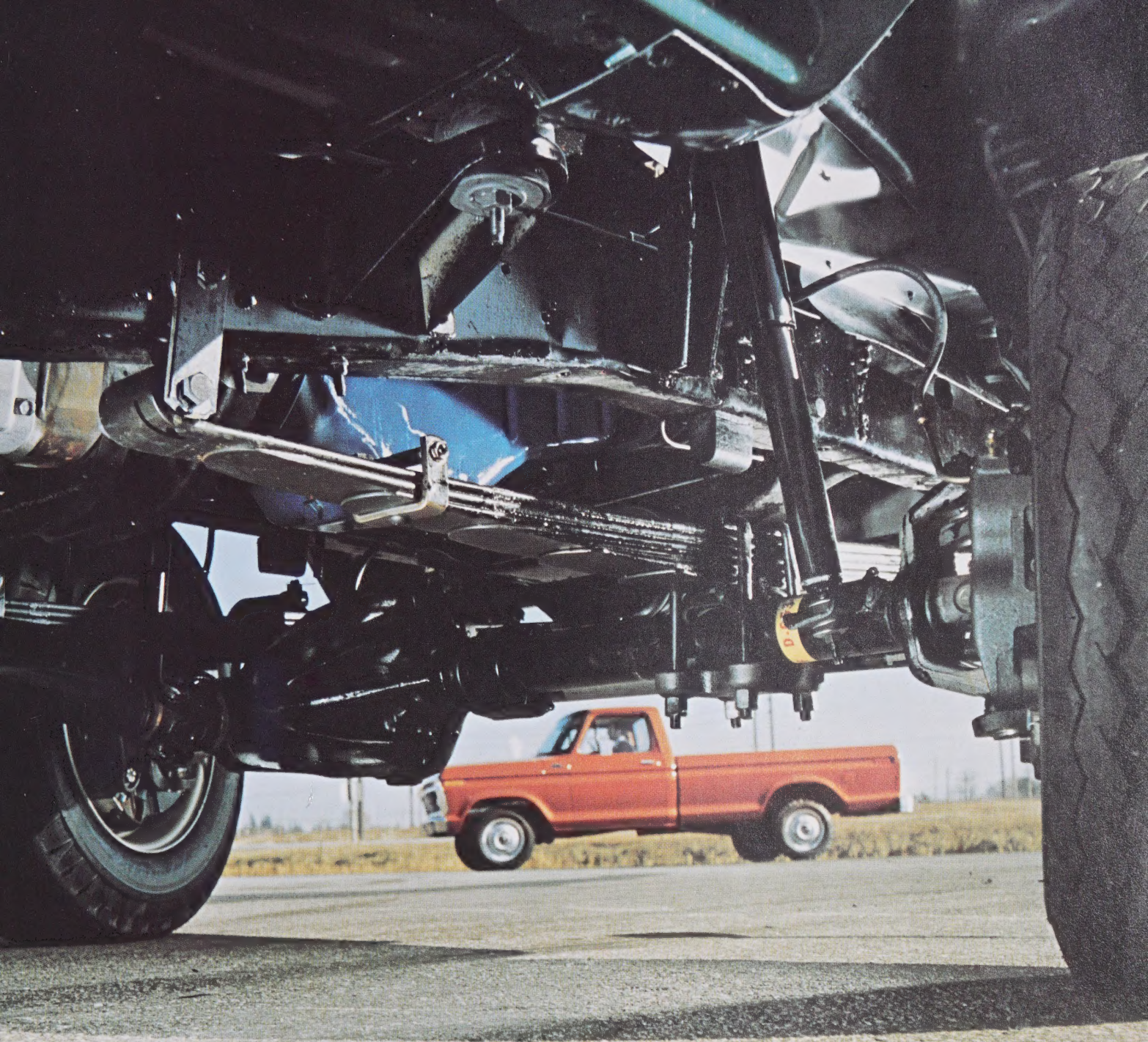
Operating results at Collins Radio during 1976 improved significantly over the previous year, with employment being maintained at approximately 500 people.



After extensive field testing, production was initiated on a new high frequency Manpack Radio Communication Set for the Canadian Armed Forces. Orders for this new radio indicate significant new business opportunities throughout the world.

The broad business base of Collins was further evidenced by continued sales of automatic direction finders for the U.S. Air Force and other international requirements; sales of maritime and general purpose transceivers; and continued production of small HF/VHF systems for users in Latin America.

Market leadership in the Ultra High Frequency (UHF) manpack radio was maintained through continued sales of this equipment to Middle Eastern and European customers. In addition, Collins continued its development of the new Integrated Communications and Control System for the air traffic control communications requirements of the Ministry of Transport.



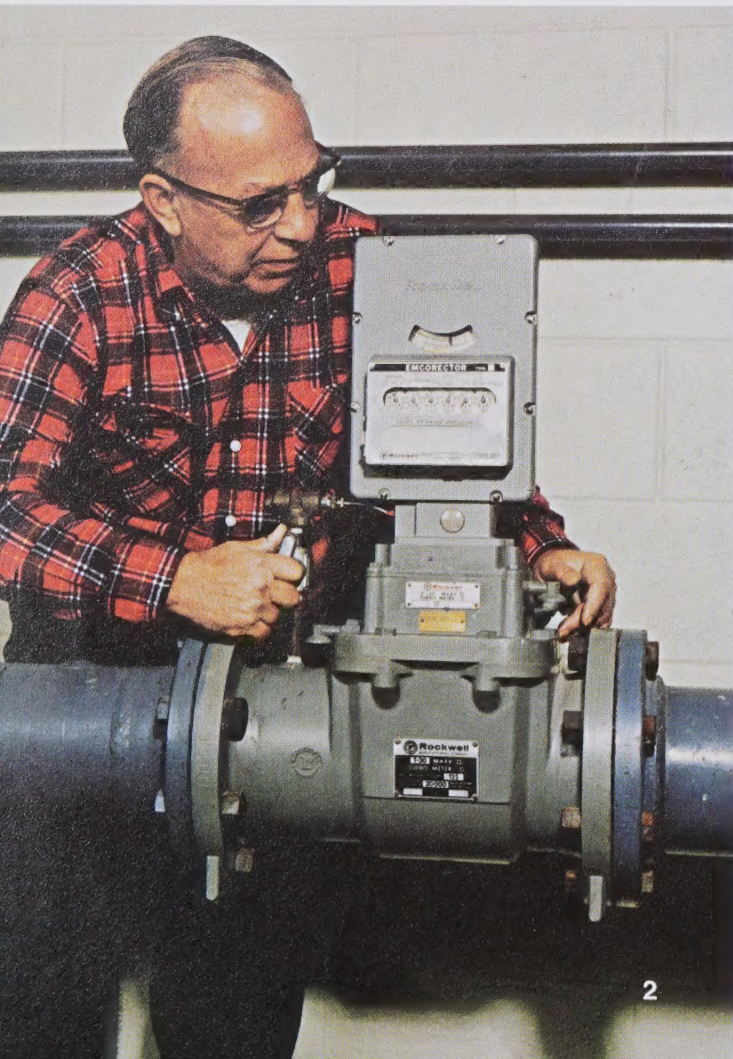
Leaf Springs are supplied by the Chatham, Ontario plant to the Ford Motor Company in Oakville, Ontario and used on their light and medium trucks.

Rockwell AT Work

1 Portable power tools are put to good use in a home workshop.

2 A local utility company uses a turbo meter, manufactured by the Guelph plant, to measure gas usage.

3 Wheel covers are manufactured for passenger cars, including the Plymouth Volare and Fury.





4 Three flow control inlet valves are used by the Hudson's Bay Oil and Gas Company's Kaybob plant, near Edmonton, Alberta, to regulate the flow of natural gas that has a high concentration of hydrogen sulphide.

5 Gaylord Lithographing in Toronto, the printers of this report, use Miehle® printing presses, marketed by the Graphic Systems Division.

6 Four FM radio stations in Toronto use Collins broadcast transmitters, installed atop the CN Tower, the tallest free-standing structure in the world.





The demand for brakes from heavy-duty vehicle manufacturers, like Mack, has increased.

CONSOLIDATED BALANCE SHEET

As at September 30, 1976 and 1975.

Assets

	1976	1975
CURRENT ASSETS:		
Cash and certificates of deposit	\$ 44,030,525	\$ 2,586,306
Accounts and notes receivable:		
Trade.....	26,818,598	27,440,392
Other.....	1,749,054	1,468,174
Income taxes recoverable	—	309,908
Inventories.....	31,236,342	31,254,734
Due from parent company—non-interest-bearing.....	972,479	20,500,205
Due from affiliated companies—non-interest-bearing	344,894	1,941,672
Prepaid expenses	740,719	860,338
Total current assets.....	<u>105,892,611</u>	<u>86,361,729</u>
PROPERTY—at cost:		
Land.....	1,145,140	1,220,140
Improvements to land and leaseholds.....	913,602	1,089,768
Buildings.....	14,864,410	16,641,998
Machinery and equipment.....	37,320,170	41,701,177
Construction in progress.....	206,292	146,750
Total.....	<u>54,449,614</u>	<u>60,799,833</u>
Less accumulated depreciation and amortization	<u>30,846,231</u>	<u>34,617,266</u>
Net property	<u>23,603,383</u>	<u>26,182,567</u>
OTHER ASSETS	<u>1,957,393</u>	<u>929,285</u>
TOTAL	<u><u>\$131,453,387</u></u>	<u><u>\$113,473,581</u></u>

Liabilities and Shareowners' Equity

	1976	1975
CURRENT LIABILITIES:		
Accounts payable	\$ 24,131,436	\$ 25,364,789
Income taxes	6,089,164	—
Deferred foreign currency exchange gains	—	513,695
Total current liabilities	<u>30,220,600</u>	<u>25,878,484</u>
DEFERRED INCOME TAXES	<u>5,119,497</u>	<u>4,530,741</u>
SHAREOWNERS' EQUITY:		
Capital stock:		
Authorized—11,000,000 common shares of no par value		
Issued and fully paid—959,990 common shares	1,680,091	1,680,091
Contributed surplus (no change during the year).....	9,988,376	9,988,376
Retained earnings.....	84,444,823	71,395,889
Total shareowners' equity	<u>96,113,290</u>	<u>83,064,356</u>
Approved by the Board:		
William P. Panny, <i>Director</i>		
H. M. Griffith, <i>Director</i>		
TOTAL	<u><u>\$131,453,387</u></u>	<u><u>\$113,473,581</u></u>

The accompanying notes are an integral part of the financial statements.

CONSOLIDATED STATEMENT OF INCOME AND RETAINED EARNINGS

For the years ended September 30, 1976 and 1975.

	1976	1975
Sales	\$231,309,103	\$205,514,697
Cost of sales and other operating expenses	<u>210,741,176</u>	<u>191,341,504</u>
Income before gain on sale of division and income taxes.....	20,567,927	14,173,193
Gain on sale of division	<u>2,450,063</u>	<u>—</u>
Income before income taxes	23,017,990	14,173,193
Provision for income taxes	<u>9,969,056</u>	<u>5,853,818</u>
Net income	13,048,934	8,319,375
Retained earnings at beginning of year	71,395,889	63,076,514
Retained earnings at end of year	<u>\$ 84,444,823</u>	<u>\$ 71,395,889</u>

The accompanying notes are an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN FINANCIAL POSITION

For the years ended September 30, 1976 and 1975.

	1976	1975
RESOURCES PROVIDED BY:		
Net income.....	\$13,048,934	\$ 8,319,375
Add (deduct) items not requiring use of working capital:		
Depreciation and amortization.....	2,763,261	2,833,797
Deferred income taxes	588,756	2,522,818
Gain on sale of property	(435,187)	(307,618)
Gain on sale of division	(2,450,063)	—
Total from operations	13,515,701	13,368,372
Proceeds from sale of property	1,400,206	765,170
Proceeds from sale of division	4,195,801	—
Resources provided	19,111,708	14,133,542
RESOURCES APPLIED TO:		
Property additions	2,894,834	3,217,147
Increases in other assets	1,028,108	101,112
Resources applied.....	3,922,942	3,318,259
INCREASE IN WORKING CAPITAL	\$15,188,766	\$10,815,283
THE CHANGES WITHIN WORKING CAPITAL WERE AS FOLLOWS:		
Increases (decreases) in current assets:		
Cash and certificates of deposit	\$41,444,219	\$(2,434,694)
Accounts and notes receivable:		
Trade.....	(621,794)	(7,102,578)
Other.....	280,880	(3,212)
Income taxes recoverable	(309,908)	309,908
Inventories	(18,392)	(2,402,267)
Due from parent company.....	(19,527,726)	15,500,205
Due from affiliated companies	(1,596,778)	2,999,423
Prepaid expenses.....	(119,619)	(905,418)
Increase in current assets	19,530,882	5,961,367
Increases (decreases) in current liabilities:		
Accounts payable	(1,233,353)	7,127,469
Income taxes	6,089,164	(5,855,516)
Deferred foreign currency gains	(513,695)	513,695
Bank indebtedness.....	—	(6,639,564)
Increase (decrease) in current liabilities.....	4,342,116	(4,853,916)
INCREASE IN WORKING CAPITAL	\$15,188,766	\$10,815,283

The accompanying notes are an integral part of the financial statements.

NOTES TO FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

Consolidation:

The consolidated financial statements include the accounts of Rockwell International of Canada Ltd and its wholly-owned subsidiary, Collins Radio Company of Canada, Ltd.

Foreign currency translation:

Foreign currencies have been translated to Canadian dollars as follows: current assets and liabilities at the approximate exchange rate at the year end; revenues and expenses at average exchange rate during the year.

The company had no non-current assets or liabilities recorded in foreign currency.

Inventories:

Inventories are stated at the lower of cost or market, less progress payments received. Market is determined on the basis of net realizable value for finished goods and work in progress and replacement cost for raw materials.

Depreciation and amortization of property:

Depreciation is provided principally on a straight-line basis over the estimated useful lives of the respective assets. Amortization is related generally to leasehold improvements and is provided over the terms of the respective leases.

Instalment sales:

Sales of printing presses made on instalment terms are recorded and income therefrom is recognized at the time deliveries are made. The related instalment notes receivable, a portion of which mature after one year, are included in current assets in accordance with recognized trade practice.

Deferred program costs:

Deferred program costs relate to certain electronic equipment which will be amortized over estimated future production.

Income taxes:

Taxes are provided for items included in the income statement regardless of the period when such items are reported for tax purposes. The principal item that results in the timing difference for finan-

cial and tax reporting purposes is depreciation.

2. Accounts and Notes Receivable

Accounts and notes receivable at September 30, 1976 include instalment notes receivable of \$2,164,369 relating to sales of printing presses of which approximately \$1,352,000 matures after September 30, 1977.

3. Inventories

Inventories are summarized as follows:

	1976	1975
Raw materials.....	\$14,163,493	\$14,210,921
Work in progress	11,553,440	10,506,180
Finished goods.....	7,751,275	7,390,390
Total	33,468,208	32,107,491
Less progress payments from customers	2,231,866	852,757
Inventories.....	<u>\$31,236,342</u>	<u>\$31,254,734</u>

4. Other Assets

Other assets are comprised of the following:

	1976	1975
Mortgage instalments receivable after September 30, 1977.	\$294,000	\$304,000
Investment-shares at cost.....	100,000	—
Note receivable (discounted at 12%) which matures after September 30, 1977.	945,000	—
Deferred program costs	614,432	617,931
Other	3,961	7,354
Other assets	<u>\$1,957,393</u>	<u>\$929,285</u>

5. Pension Plan

The unfunded past service costs of company pension plans amount to approximately \$11,563,000 at September 30, 1976. The amount will be funded and charged to operations in the periods extending through 1989. The provision for pension plan costs amounted to \$2,500,000 for 1976 and \$2,349,000 for 1975.

6. Sale of Division

During the 1976 fiscal year the company sold one of its divisions for a total consideration of \$4,195,801 giving rise to a gain on the transaction of \$2,450,063.

7. Commitments

During the 1976 fiscal year the company entered into agreements to dispose of certain net operating assets totalling approximately \$3,900,000, subject to government approval under the provisions of the Foreign Investment Review Act legislation.

8. Subsequent Event

Effective October 1, 1976 the company and its wholly-owned subsidiary amalgamated.

9. Anti-Inflation Legislation

The company is subject to the provisions of the Anti-Inflation Act and Regulations relating to the restraint of prices, profit margins, compensation and dividends. In the opinion of management, the company has complied with the provisions of the Act in all material respects.

10. Directors and Officers

The information required by statute to be reported with respect to directors and officers is as follows:

	1976	1975
Number of directors	6	6
Aggregate remuneration of directors, as directors	\$ 9,250	\$ 9,000
Number of officers	6	6
Aggregate remuneration of officers, as officers	\$68,009	\$116,400
Number of officers who are directors	2	2

11. British Columbia Companies Act

The consolidated financial statements of the company have been prepared in accordance with the Canada Corporations Act and do not necessarily comply with every provision of Sections 196, 199 and 200, and every regulation under Section 198 of the British Columbia Companies Act.

Auditors' Opinion

Deloitte, Haskins & Sells

Chartered Accountants,
Toronto, Ontario.

To the Shareowners of
Rockwell International of Canada Ltd:

We have examined the consolidated balance sheet of Rockwell International of Canada Ltd and its subsidiary company as at September 30, 1976 and 1975 and the consolidated statements of income and retained earnings and changes in financial position for the years then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of accounting

records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, these consolidated financial statements present fairly the financial position of the companies as at September 30, 1976 and 1975 and the results of their operations and the changes in their financial position for the years then ended, in conformity with generally accepted accounting principles consistently applied.

Deloitte, Haskins & Sells

Auditors.

October 22, 1976.

Rockwell International of Canada Ltd

Corporate Offices

90 Snidercroft Road
Town of Vaughan
Ontario

Phone (416) 669-2350
Telex 06-964524

Postal Address

P.O. Box 9500
Downsview, Ontario M3M 3B9

Rockwell International of Canada Ltd
and its subsidiary company are wholly-
owned subsidiaries of Rockwell
International Corporation.

DIRECTORS

Alonzo B. Kight

President
Rockwell International of Canada Ltd
and
Vice President, International
Rockwell International Corporation
Pittsburgh, Pennsylvania
U.S.A.

Harold M. Griffith

Chairman of the Executive Committee
of the Board
The Steel Company of Canada, Limited
Toronto, Ontario
Canada

A. James Harkness

Vice President
Rockwell International of Canada Ltd
Town of Vaughan, Ontario
Canada

Robert A. Kingston, Q.C.

Partner
Blake, Cassels & Graydon
Toronto, Ontario
Canada

Donald B. McCaskill

President
Standard Brands Limited
Montreal, Quebec
Canada

William P. Panny

Executive Vice President
Rockwell International Corporation and
President
Automotive Operations
Rockwell International Corporation
Troy, Michigan
U.S.A.

Principal Officers

Alonzo B. Kight

President

Arthur T. Crosscombe

Vice President

A. James Harkness

Vice President

William L. Neely

Vice President and Treasurer

Principal Products

Automotive brake systems; plastic products; tools, dies and moulds; automotive, railroad and industrial springs; mechanical springs; stamped and plated automotive parts and equipment; clamps and couplings; flow measurement and control equipment; printing machinery and related products; consumer and industrial power tools; military and maritime communication systems.

Trademarks of Rockwell International Corporation appearing in this report are: Rockwell, Stopmaster, Cam-Master, Beaver, Nordstrom, Polyvalve, Equiwedge, Collins, Miehle.

Principal Plants and Offices

Automotive

Automotive Service Parts
Montreal, Quebec
*Toronto, Ontario

Brake Division
Tilbury, Ontario

Ornamentation Division
Parry Sound, Ontario
Windsor, Ontario

Plastics Division
Gananoque, Ontario
Toronto, Ontario

Leaf Spring Division
Chatham, Ontario
Lacolle, Quebec
Milton, Ontario

Mechanical Devices Division
Bracebridge, Ontario

Utility and Industrial

Graphic Systems Division
*Don Mills, Ontario
*Montreal, Quebec
*Vancouver, British Columbia

Flow Control Division
*Calgary, Alberta
LaSalle, Quebec
*Rexdale, Ontario
*Vancouver, British Columbia

Municipal & Utility Division
*Calgary, Alberta
Guelph, Ontario
*LaSalle, Quebec
*Vancouver, British Columbia

Consumer

Power Tool Division
*Calgary, Alberta
*Edmonton, Alberta
Guelph, Ontario
*London, Ontario
*Mississauga, Ontario
*Ottawa, Ontario
*Quebec City, Quebec
*St. Laurent, Quebec
*Vancouver, British Columbia
*Winnipeg, Manitoba

Electronics

Collins Radio Company of Canada,
Ltd. (Subsidiary)
*Ottawa, Ontario
Toronto, Ontario
*Vancouver, British Columbia

**Indicates non-manufacturing activity.*



**Rockwell
International**

Rockwell International of Canada Ltd
P.O. Box 9500
Downsview, Ontario M3M 3B9

Printed in Canada